

**TO:** Mayor Savage and Members of Halifax Regional Council

**SUBMITTED BY:** Original Signed by   
\_\_\_\_\_  
Jacques Dubé, Chief Administrative Officer

**DATE:** June 22, 2020

**SUBJECT:** **Interim Community Museums Grant Program: Recommended Awards  
Fiscal Year 2020, Program Update, and Proposed Amendments to  
Administrative Order 2018-010-ADM**

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## **ORIGIN**

June 5, 2018 – Regional Council approved Administrative Order 2014-010-ADM to provide interim funding to community museums as defined in policy located within the Halifax Regional Municipality.

January 31, 2020 – Application deadline for inclusion in the *Interim Community Museums Grants Program* and applications for project-specific grants from those organizations previously accepted into the program.

May 12, 2020 – Regional Council approved adoption of Administrative Order 2020-009-ADM Respecting recommendations for the Allocation of Grants and Withdrawals from Reserves During COVID-19. The purpose of this interim policy is to expedite the approval process by temporarily suspending the need for Council to receive recommendations from a standing committee or advisory committee of the Council before granting an award.

## **LEGISLATIVE AUTHORITY**

*Halifax Regional Municipality Charter* (“HRM Charter”), S.N.S 2008, c.39

79A (1) Subject to subsections (2) to (4), The Municipality may only spend money for municipal purposes if

(a) The expenditure is included in the Municipality’s operating budget or capital budget or is otherwise authorized by the Municipality;

*Administrative Order 2018-010-ADM Respecting Interim Grants to Community Museums*

*Administrative Order 54 Procedures for the Development of Administrative Orders*

5. All Administrative Orders, amendments to Administrative Orders, and repeals of Administrative Orders require at least seven (7) days notice to all the Council Members in accordance with subsection 59(1) of the Halifax Regional Municipality Charter.

**RECOMMENDATIONS ON PAGE 2**

*Administrative Order 2020-009-ADM Respecting Recommendations for the Allocation of Grants and Withdrawals from Reserves During COVID-19.*

## **RECOMMENDATION**

It is recommended that Regional Council:

1. Adopt amendments to Administrative Order 2018-010-ADM Respecting Interim Grants to Community Museums, as set out in Attachment 1 of this report to extend the term of the Community Museums Grant Program and increase the maximum Operating Grant threshold, broaden the scope of eligible Project Grants, and to remove reference to “accredited” museums;
2. Direct staff to draft proposed amendments to Administrative Order 2018-010-ADM Respecting Interim Grants to Community Museums with respect to the addition of a Capital Grant award category commencing in fiscal year 2021 and submit a Supplementary Recommendation Report to Regional Council to include feedback from program participants;

Contingent upon the amendments to Administrative Order 2018-010-ADM proposed under Recommendation 1, it is further recommended that Regional Council:

3. Approve twelve (12) multi-year Operating Grants at a combined total cost of \$119,000 to March 31, 2023 as set out in Table 1 of this report;
4. Approve the addition of the Sheet Harbour and Area Heritage Society to the program and a multi-year Operating Grant in the amount of \$3,000 per annum to March 31, 2023 as set out in Table 2 of this report;
5. Approve a one-time Project Grant in the amount of \$5,000 to the Lake Charlotte Heritage Society; and
6. In accordance with the *COVID-19 Administrative Order*, award grants without a recommendation from the Grants Committee.

## **BACKGROUND**

In 2018, Regional Council approved the implementation of a grant program for community museums as defined in Administrative Order 2014-010-ADM (“policy”). The purpose of this grant program is to: “...provide interim grants to eligible community museums located within the geographic boundary of the Halifax Regional Municipality to support core museum operations and build organizational capacity in achieving and maintaining acceptable standards of practice, pending the completion of the Municipality’s Culture and Heritage Priorities Plan.” Towards achieving this stated goal, the program was designed to encourage the participation of community museums in the provincial *Museum Evaluation Program* administered by the Association of Nova Scotia Museums (“ANSM”). The 3-year term of HRM’s *Interim Community Museums Grant Program* concludes March 31, 2021

The purpose of this report is to make recommendations with respect to new applications and to address the implications of the program’s current end-date. Because revisions to the program’s Administrative Order are recommended, and in accordance with Administrative Order 54 and the HRM Charter, a minimum of seven (7) days’ notice to Regional Council is required. Administrative Order 2018-010-ADM is included in **Attachment 1** of this report with the proposed changes shown in ~~strike-out~~ and bold type.

## **DISCUSSION**

### **Proposed 2-Year Program Extension**

In 2018, Council accepted ten (10) organizations into the *Interim Community Museums Grant Program* and approved 3-year Operating Grants. In 2019, an additional two (2) organizations were added bringing the total to date to twelve (12) museums for a combined total of \$107,000 in operating grants. These are multi-year awards that, subject to program budget capacity, end March 31, 2021.

At its inception, the *Community Museums Grant Program* was “interim” pending completion of the Culture and Heritage Priorities Plan. Consequently, the program has a 3-year term. However, as of the date of this report a Culture and Heritage Priorities Plan has not been debated by Regional Council. Consequently, staff are unable to gauge what, if any, impact the plan may have on municipal programs and services. Any substantive amendments to the program, including discontinuation, merger, modification or expansion, requires an analysis of impact and resources.

Further, although the development of a Regional Museum Strategy has been initiated its’ completion is not anticipated in fiscal year 2020. The latter could have relevance in terms of the role community museums may have in supporting the goals of a municipal strategy. Finally, the Nova Scotia Department of Communities, Culture & Heritage is undertaking a review of the provincial *Community Museums Assistance Program* (“CMAP”): some community museums located in HRM receive operating funds under this program while others do not<sup>1</sup>. These factors, in combination with the need to provide timely notification to participants of any substantive change in scope of program, funding levels, or eligibility, form the basis of staff’s recommendation to extend HRM’s *Interim Community Museums Grant Program* for two (2) years. If an extension is approved, the new end-date will be March 31, 2023.

*It is recommended that, in accordance with subsection 5 (1), Administrative Order 2018-010-ADM be amended to extend the term of the Interim Community Museums Grant Program for an additional two (2) years to include fiscal years 2021-22 and 2022-23.*

*If Regional Council approves a 2-year extension to the program, it is recommended that the term of the twelve (12) Operating Grants approved to date, plus the recommended addition of the Sheet Harbour and Area Heritage Society, be extended as multi-year awards with a revised end-date of March 31, 2023.*

### **Recommended Awards: 2020**

The deadline for applications to this year’s program was January 31, 2020. Two (2) on-time applications were received: a request for an Operating Grant in the amount of \$4,775 from the Sheet Harbour and Area Heritage Society and a Project Grant request for \$5,000 from the Lake Charlotte Area Heritage Society. A narrative description of the review team’s recommendations is included as **Attachment 2** of this report.

### **Proposed Increase in Operating Grant**

Although reporting on Operating Grants issued under the program is limited to fiscal year 2018, the descriptive information provided by recipients suggests that funds have been used primarily for temporary/seasonal staff. This finding applies to both those museums with full/part-time permanent staff and those that are entirely volunteer. The latter, most of whom do not receive CMAP funding, rely to a significant extent on federal and provincial grants to hire temporary staff during peak visitation times from June to August. In contrast, those organizations with permanent staff appear to use seasonal hiring to address collections management or minor facility maintenance.

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<sup>1</sup> A brief synopsis of the *Community Museums Assistance Program* is included in Attachment 3 of this report.

Both the federal *Canada Summer Jobs Program*<sup>2</sup> and the provincial *Student Summer Skills Incentive*<sup>3</sup> are popular sources of funding for seasonal staff but each has its limitations in terms of addressing the needs of community museums. For example, hiring may be restricted to post-secondary students, funding applied only to a specified employment start-date and end-date that may not cover the Fall tourist season, or partial wage subsidies that do not meet Nova Scotia's minimum wage. Both government programs are heavily over-subscribed and for organizations that are entirely volunteer an over-dependence on government grants to provide public access could create volatility. Further detail regarding funding to community museums is provided in **Attachment 3**.

Although caution is warranted in managing the program's budget given that the implications of the Culture and Heritage Priorities Plan, HRM Museum Strategy, and CMAP review are unknown, staff are recommending that the twelve (12) community museums accepted into the program to date receive a one-time Operating Grant increase in the amount of \$1,000. This increase can be used at the discretion of the Board of Directors to, for example, (i) bring employee compensation up to the provincial minimum wage, or (ii) extend the term of seasonal/temporary staff and thereby public access.

Given that the Lake Charlotte Heritage Society has received the maximum Operating Grant under HRM's current policy it is necessary to either exclude them from any increase or amend the maximum funding threshold. At present, the Society receives significantly less in operating funds under the provincial *Community Museums Assistance Program* as compared to some other groups despite the scale of their holdings, archival services for small villages along the Eastern shore, and the extent of programming. See: **Attachment 3**.

*To accommodate the Lake Charlotte Heritage Society and permit further flexibility should there be any reduction in provincial funding to local community museums, it is recommended subsection 7(1)(a) of Administrative Order 2018-010-ADM be amended to increase the maximum Operating Grant threshold to read "up to \$25,000".*

If an extension of the program's duration and a one-time increase in the value of the Operating Grant for twelve (12) community museums are approved, the following organizations (listed in alphabetical order) would receive operating funding over the next three (3) years, commencing in 2020:

**Table 1: Existing Operating Grants**

	Current Award	Proposed Award
<b>Tier I</b>		
Africville Heritage Trust	\$8,000 <sup>1</sup>	\$9,000
Army Museum Halifax Citadel	\$12,000	\$13,000
Atlantic Canada Aviation Museum Society	\$8,000	\$9,000
Cole Harbour Rural Heritage Society	\$15,000	\$16,000
Fort Sackville Foundation	\$5,000	\$6,000
Fultz Corner Restoration Society	\$8,000	\$9,000
Hooked Rug Museum of North America Society	\$7,000	\$8,000
Lake Charlotte Area Heritage Society	\$20,000	\$21,000 <sup>2</sup>
Musquodoboit Harbour Heritage Society	\$7,000	\$8,000
Nova Scotia Sport Hall of Fame	\$6,000	\$7,000
S.S Atlantic Heritage Park Society	\$7,000	\$8,000

<sup>2</sup> Service Canada. [www.canada.ca/en/employment-social-development/services/funding/canada-summer-jobs.html](http://www.canada.ca/en/employment-social-development/services/funding/canada-summer-jobs.html).

<sup>3</sup> Nova Scotia Department of Labour and Advanced Education. <http://novascotia.ca/program/student-summer-skills-incentive>.

Tier II	Current Award	Proposed Award
L'Acadie de Chezzetcook Association	\$4,000	\$5,000
<b>Total</b>	<b>\$107,000</b>	<b>\$119,000<sup>4</sup></b>

**Table 2: Proposed New Operating Grant**

Tier III	Current Award	Proposed Award
Sheet Harbour and Area Heritage Society	\$0	\$3,000 <sup>3</sup>

Notes:

1. In 2019, the Africville Heritage Trust successfully completed the *Museum Evaluation Program* with a score over 50/100 and is moved into Tier I.
2. The Lake Charlotte Area Heritage Society receives the maximum Operating Grant under subsection 7(1)(a) of the current program policy. An increase in value of award requires an amendment to policy.
3. In 2019, the Sheet Harbour and Area Heritage Society resolved issues of collection ownership and have a lease agreement with the Sheet Harbour Chamber of Commerce; the Society now meets the program's eligibility criteria.
4. The value of an Operating Grant is moderated to account for differences in the level of federal, provincial or municipal government funding (with an 80% threshold), scale of property ownership, hours of operation, and community programming.

*It is recommended that the Operating Grants received by Africville Heritage Trust, Army Museum Halifax Citadel, Atlantic Canada Aviation Museum Society, Cole Harbour Rural Heritage Society, Fort Sackville Foundation, Fultz Corner Restoration Society, Hooked Rug Museum of North America Society, Lake Charlotte Area Heritage Society, Musquodoboit Harbour Heritage Society, Nova Scotia Sport Hall of Fame, S.S Atlantic Heritage Park Society, and the L'Acadie de Chezzetcook Association be increased by \$1,000 in fiscal year 2020 at a combined total cost of \$119,000.*

**COVID-19 Emergency Support Fund for Cultural, Heritage, and Sport Organizations**

In June 2020, the federal government announced one-time “temporary” funding in the amount of \$500 million to support business continuity for some Canadian cultural, heritage, and sport organizations. Of this amount, \$326.5 million is to be distributed by the Department of Canadian Heritage including \$53 million under the federal *Museums Assistance Program*. This funding targets non-profit organizations with an existing heritage collection including museums, archives and historic sites. In relation to community museums this program includes those that operate seasonally and those without full-time staff but accessible to the public through regular hours of operation. Eligibility criteria includes actual “annual expenses” in 2019 between \$10,000 and \$3 million. Eligible expenses include on-going collections management, salaries and wages, utilities, insurance, materials and supplies, minor capital costs. Consideration may also be given to professional development, travel, taxes, and hospitality. The funding period is retroactive to April 1, 2020 to March 31, 2021. The application deadline is September 1, 2020<sup>4</sup>.

**Proposed Amendment to Project Grants Category: Museum Thematic Events.**

Community museums have an established practice of organizing events that attract visitors that might not otherwise seek a museum experience. Special events also represent an opportunity to attract visitors during the Spring and Fall “shoulder season” and generate earned revenues through admission fees, donations, or product sales.

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<sup>4</sup> www.canada.ca

Most of the community museums in the *Interim Community Museums Grants Program* organize events related to a national or provincial holiday, or a traditional observance<sup>5</sup>, but some have developed/co-host unique events specific to their geographic location or the museum's specialized theme. To recognize and encourage this form of programming and potential earned revenue, it is recommended that the program's Project Grant category be amended to include events. The maximum award threshold remains unchanged at up to \$5,000 and these are one-time awards (ie. not multi-year commitments).

The proposed inclusion of one-time grants towards events shall not duplicate or overlap grants awarded under the Community Celebrations or Established Community Festivals of HRM's *Special Events Grants Program*: both these grant programs are heavily over-subscribed and have limitations in terms of the aims of the *Interim Community Museums Grant Program*. Namely, Community Celebrations focuses on small-scale events that coincide with a community gathering or civic holiday and must be free to the public whereas the Established Community Festivals category funds only established events with a minimum budget of \$10,000.

As proposed, preference *may* be given to:

- new initiatives that extend public access to the museum site (for example, in the "off-season");
- thematic events that reflect the museum's focus on the community in which it is located or the museum's specialized theme;
- proposals that demonstrate a reasonable expectation of an incremental impact resulting from municipal funding; or
- events ineligible for municipal, provincial or federal funding programs.

For clarification, ineligible expenditures are included in the draft amended Administrative Order included as **Attachment 1** of this report.

*It is recommended that sections 24 and 29 of Administrative Order 2018-010-ADM be amended to add thematic events organized or co-hosted by community museums as eligible for Project Grants including clarification with respect to restrictions on such expenditures.*

#### **Removal of Reference to 'Accreditation' from Administrative Order 2018-010-ADM.**

HRM's funding program has been designed to support core museum operations and encourage standards of practice. The latter is fostered through voluntary participation in the *Museum Evaluation Program* administered by the Association of Nova Scotia Museums (ANSM). To identify and recognize those organizations participating in this evaluation process and who have attained a score of at least 50/100 the term "accredited" was used in HRM's policy.

Since the launch of HRM's program, ANSM has developed a provincial *Museum Accreditation Program* for all museums in Nova Scotia participating in the *Museum Evaluation Program*. ANSM's new program is a form of branding to recognize excellence in museum practice: eligible applicants must achieve a score of 80/100 with a score of at least 75/100 in each of the seven (7) *Museum Evaluation Program* categories. Participation in this new program is voluntary. Recipients of ANSM accreditation receive a promotional package and may use the logo on signage, stationary, a web site etc. This form of accreditation is similar to industry recognition programs such as a *Taste of Nova Scotia* or *Canada Select*. Clearly, HRM's use of the term "accreditation" differs significantly from ANSM's accreditation and could cause confusion. Therefore, changes to the wording used in HRM's Administrative Order and the program guidebook are required.

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<sup>5</sup> Within this context an observance would be a customary practice, rite or ceremony. Examples include *Natal Day* (local), *Valentine's Day*, *Mother's Day*, *St. Patrick's Day*, *Vimy Ridge Day*, or a *Blessing of the Fleet* ceremony (a tradition in fishing communities throughout the world to pray for the safety of mariners and a bountiful harvest).

*It is recommended that sections 7 and 14 of Administrative Order 2018-010-ADM be amended to remove reference to “accredited” and “non-accredited” community museums and replace with either participation or non-participation in the provincial “Museum Evaluation Program”.*

### **Proposed Addition of a Capital Grants Funding Category**

Notwithstanding the *Interim Community Museums Grant Program* anticipates further applications for acceptance into the program, it is proposed that a Capital Grant category be added to the program. In part this recommendation is based on an under-utilization of the Project Grant category but also provides a “one-stop” application process. If approved, the amendment could also reduce pressure on the History category of the Community Grants Program. Given that the Community Grant Program’s focus is on social development and support to volunteerism, the program includes the proviso that “...preference may be given to organizations not in receipt of federal, provincial or municipal government funding” (Guidebook, 2020). Consequently, if demand is high or exceeds the program’s annual budget recipients of an operating grant, tax relief, a less than market value lease, and/or permanent staff may not score a high in the evaluation as compared to groups that are essentially self-sustaining.

As proposed, the program’s budget is not apportioned – the annual balance remaining in the program budget after multi-year Operating Grants are approved represents the capacity available for Project and/or Capital Grants. The proposed maximum Capital Grant would remain at up to \$25,000 and is not limited to registered heritage properties. Essentially, the criteria for a Capital Grant remains unchanged and is simply consolidated under the Community Museums Grant Program.

### **Association of Nova Scotia Museums Contract**

The 3-year service contract concludes March 31, 2021. Due to the COVID-19 pandemic it is understood that seven (7) evaluations/re-evaluations scheduled for fiscal year 2020 will be referred to next year.

### **Next Steps**

If the recommendations contained in this report are accepted, the following administrative tasks will be undertaken:

- written notification to the program’s current participants with regard to the proposed addition of a Capital Grant funding category and preparation of a Supplementary Report for Council’s consideration; and
- program guidebook and application form revisions.

### **FINANCIAL IMPLICATIONS**

Interim Community Museums Grant Program Budget M310-8004	\$220,000
Less Recommended Multi-Year Operating Grants (13)	(\$122,000)
Less Recommended Project Grant (Lake Charlotte Area Heritage Society)	(\$5,000)
<b>Balance</b>	<b>\$93,000</b>

A balance of \$93,000 represents the program’s capacity to accept additional community museums who meet the program’s eligibility criteria, future applications for Project Grants and, as proposed, Capital Grants in fiscal 2021 and beyond. No increase in the program’s budget allocation is anticipated should the duration of Administrative Order 2018-010-ADM be extended. Further, the balance remaining represents a “buffer” should program budgets be reduced in 2021 to address the economic consequences of the COVID-19 pandemic.

### **RISK CONSIDERATION**

Low. The primary risk associated with cash grants are representational (accuracy and completeness of information), financial misappropriation or loss, and reputational risk to the Municipality.

### **COMMUNITY ENGAGEMENT**

A Call for Submissions and materials posted on HRM web site November 12, 2019 and advertised November 16, 2019.

If recommendation #3 is approved staff will provide written notification to eligible community museums and request the submission of written feedback by a stated date. Responses will be compiled and included in a Supplementary staff recommendation report for Council's consideration.

### **ENVIRONMENTAL IMPLICATIONS**

Not applicable.

### **ALTERNATIVES**

1. Regional Council could not adopt the proposed amendments to Administrative Order 2014-2018-ADM.
2. Regional Council could decline approval of a specific grant or amend the value of an award.

### **ATTACHMENTS**

1. Draft Administrative Order 2018-010-ADM.
  - (i) Amending Administrative Order.
  - (ii) Draft Amended Administrative Order 2018-010-ADM Respecting Interim Grants to Community Museums.
2. Recommended Awards: Fiscal 2020/2021.
3. Municipal Community Museums Operating Grants and Other Assistance: Fiscal 2019/2020.
  - (a) Operating Grants Approved Fiscal Year 2018/2019 and Fiscal Year 2019/2020.
  - (b) Interim Reporting: HRM Operating Grants 2018/2019.
  - (c) Other Municipal Assistance
  - (d) Province of Nova Scotia Community Museums Assistance Program: Grant Recipients.
4. Association of Nova Scotia Museums Service Agreement Update.

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A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Peta-Jane Temple, Team Lead Grants & Contributions, Finance, Asset Management & ICT 902.490.5469

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**ADMINISTRATIVE ORDER 2018-010-ADM  
INTERIM GRANTS TO COMMUNITY MUSEUMS  
ADMINISTRATIVE ORDER**

**BE IT RESOLVED** as an Administrative Order of the Council of the Halifax Regional Municipality that Administrative Order 2018-010-ADM, Respecting Interim Grants to Community Museums, is amended as follows:

1. Section 3 is amended by adding the words “and the HRM Museum Strategy” after the word “Plan” and before the period at the end of the section.
2. Clause 5 (1) is amended by striking out the numbers “2018-19, 2019-20” and adding the numbers “2021-22 and 2022-23” after “2020-21” and before the period at the end of the clause.
3. Section 7 is amended as follows:
  - (a) Clause (1) (a) is amended by striking out the word “accredited” and adding the words and numbers “that participates in the provincial Museum Evaluation Program and has attained a score of 50/100 or higher” after the word “museum” and before the punctuation and word “,up”;
  - (b) Clause (1) (a) is further amended by striking out the number “\$20,000” and replacing it with the number “\$25,000”;
  - (c) Clause (1) (b) is amended by striking out the word “non-accredited” and adding the words and number “that does not participate in the provincial Museum Evaluation Program or has received a score below 50/100” after the word “museum” and before the word “with”; and
  - (d) Clause (1) (c) is amended by striking out the word “non-accredited” and add “that does not participate in the provincial Museum Evaluation Program or has received a score below 50/100” after the word “museum” and before the word “with”.
4. Section 9 is amended by adding the words “or the balancing remaining” after the word “commitment” and before the words “subject to.”
5. Section 14 is amended by adding the words “for a Tier I operating grant” after the word “consideration” and striking out the words “as an accredited community museum”, “received accreditation” and “attained a minimum score of 50/100”.
6. Clause 20 (h) is amended by striking out the word “accredited” and adding the words “participation in” after the word “verify” and before the word “and”.
7. Clause 21 (2) (a) is amended as follows:
  - (a) Striking out the words “accreditation from” and adding the words “participation in” following the word “of” and before the word “the”; and
  - (b) Striking out the words “of accreditation”.
8. Section 23 is amended as follows:

- (a) Clause (1)(d) is amended by striking out the word “and” at the end of the clause;
- (b) Clause 1(e) is amended by adding the word “and” to clause immediately following the semi-colon; and
- (c) Clause (f) is added immediately following clause (e) as follows:
  - (f) an event organized by the applicant that reflects the museum's focus on the community in which it is located or the museum's specialized theme for which application has not been made to the Municipality under the Regional Special Events Grants Program”.

9. Section 24 is amended as follows:

- (a) Clause (k) is amended by adding the words “and fundraising events” following the word fundraising;
- (b) Clause (l) is amended by striking out the word “or” immediately following the semi-colon;
- (c) Clauses (n) and (o) are added immediately following clause (m) as follows:
  - (n) private events, marketing, trade or consumer events, seminars, clinics, symposium, an awards event, a sporting event, or political event; or
  - (o) events that occur prior to April 1<sup>st</sup> of the respective fiscal year.

10. Section 25 is amended as follows:

- (a) Clause (i) is amended by striking out the word “and” at the end of the clause;
- (b) Clause (j) is amended by to adding the word “and” after the semi-colon; and
- (c) Clause (k) is added immediately following clause (j) as follows:
  - (k) the extent to which an event organized by the applicant extends public access to the museum site and reflects the museum's community history focus or specialized theme.

Done and passed in Council this      day of      , 2020

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Mayor

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Municipal Clerk

**ADMINISTRATIVE ORDER NUMBER 2018-010-ADM  
RESPECTING INTERIM GRANTS TO COMMUNITY MUSEUMS**

**BE IT RESOLVED AS AN ADMINISTRATIVE ORDER** of the Council of the Halifax Regional Municipality under the authority of the *Halifax Regional Municipality Charter*, as follows:

**Short Title**

1. This Administrative Order may be known as the *Interim Community Museums Grants Program* Administrative Order.

**Interpretation**

2. In this Administrative Order,

(a) “applicant” means a community museum organization applying for funding under this Administrative Order;

(b) “Council” means the Council of the Halifax Regional Municipality;

(c) “core recurring operating expenses” means those annual expenditures directly associated with the operation of a museum, including utility payments, property tax, insurance, and rent or mortgage payments;

(d) “fiscal year” means the year commencing on April 1 and ending on March 31;

(e) “registered non-profit organization” includes:

(i) society incorporated pursuant to the *Societies Act*, R.S.N.S 1989, c.435, as amended;

(ii) a not-for-profit corporation incorporated pursuant to the *Canada Not-for-Profit Corporations Act*, S.C 2009, c.23, or

(iii) a non-profit organization otherwise incorporated pursuant to an Act of the Nova Scotia Legislature;

(f) “Municipality” means the Halifax Regional Municipality;

(g) “museum” means a permanent facility, open to the public, that acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purpose of education, study and enjoyment;

(h) “a community museum” means a museum that reflects either the community where the museum is located, or a specialized theme; and

(i) “registered charitable organization” means a charity incorporated under the Income Tax Act, R.S.C., 1985, c. 1 (5th Supp.).

**Purpose and Objectives**

3. The purpose of this Administrative Order is to provide interim grants to eligible community museums located within the geographic boundary of the Halifax Regional Municipality to support core

museum operations and build organizational capacity in achieving and maintaining accepted standards of practice, pending the completion of the Municipality's Culture and Heritage Priorities Plan **and the HRM Museum Strategy.**

### **Grants Available**

4. There is hereby established a grant program to provide operational support to eligible community museums.
5. (1) Subject to annual budgetary approval, grants may be made available through this grant program for a term of three fiscal years: **2018-19, 2019-20, and 2020-21, 2021-22 and 2022-23.**
  - (2) Council may, by resolution, extend the term of the grant program for additional fiscal years.
6. There are two funding categories:
  - (a) operating grant: supports core recurring operating expenses directly related to the operation of a community museum in the Halifax Regional Municipality; and
  - (b) project grant: supports a non-recurring project that enhances educational programming, public access, or organizational capacity building.
7. (1) Operating grants are available at three levels:
  - (a) Tier I: available to an **accredited community museum that participates in the provincial Museum Evaluation Program and has attained a score of 50/100 or higher,** up to a maximum of ~~\$20,000~~ **\$25,000** per fiscal year;
  - (b) Tier II: available to a **non-accredited community museum that does not participate in the provincial Museum Evaluation Program or has received a score below 50/100** with yearly operating expenditures averaging more than \$10,000 over the three (3) years immediately preceding application to the program, up to a maximum of \$15,000 per fiscal year; and
  - (c) Tier III: a developmental award available to a **non-accredited community museum that does not participate in the provincial Museum Evaluation Program or has received a score below 50/100** with yearly operating expenditures averaging \$10,000 or less over the three (3) years immediately preceding application to the program, up to a maximum of \$5,000 per fiscal year.
8. Combined municipal, provincial and federal operating funding, including operating funding received from this program, shall not exceed 80% of total operating revenues for annual administrative and core museum program costs.
9. Operating grants may provide up to a three (3) year funding commitment **or the balance remaining in any stated term of the program,** subject to annual budgetary approval by Regional Council.
10. (1) Project grants are available at two levels:
  - (a) regular project grant: a maximum award of up to \$5,000.00 per fiscal year per eligible applicant; and
  - (b) special project grant: a one-time maximum award of up to \$20,000.00 per eligible applicant to support an exceptional opportunity with the potential to:
    - (i) attract provincial or national attention; or

- (ii) significantly increase the organization's revenue or notoriety.
  - (2) Preference for regular project grants may be given to organizations ineligible for operating grants under section 8.
11. Organizations may make application to, and receive funding from, both funding categories.

### **Eligibility**

12. To be eligible for consideration for a grant pursuant to this Administrative Order, the applicant:
- (a) shall be a registered non-profit community, cultural, educational or recreational organization, or a registered charitable organization;
  - (b) shall be located within the geographic boundary of HRM;
  - (c) shall have been registered as a non-profit community, cultural, educational or recreational organization, or charity and operated a community museum for a minimum of three (3) consecutive years;
  - (d) shall be an operator of a community museum that meets the eligibility criteria set out in section 13;
  - (e) shall have legal title to the collection it houses in its museum on a permanent basis; and
  - (f) shall own, lease or license the property that the museum occupies, with a minimum of three (3) years remaining in any lease or license agreement as of the date of the application.
13. To be eligible as a community museum under this Administrative Order, the museum shall:
- (a) be open to the public a minimum of three (3) months per year, and publicize its hours of operation to the general public;
  - (b) maintain separate financial records covering museum operations, as distinct from any other activities of the applicant; and
  - (c) maintain accurate records of museum use.
14. To be eligible for consideration **for a Tier I operating grant as an accredited community museum**, the applicant must have ~~received accreditation~~ attained a minimum score of 50/100 from the Association of Nova Scotia Museums *Museum Evaluation Program* **and attained a minimum score of 50/100 and provide proof thereof with their application.**
15. Applicants who are currently party to a funding agreement with HRM are ineligible for funding under this Administrative Order.
16. For greater certainty, the following are ineligible for consideration for funding under this Administrative Order:
- (a) federal, provincial, municipal, institutional, corporate and private museums;
  - (b) virtual museums;
  - (c) linguistic or heritage societies that do not own a collection;

- (d) broad-based cultural or membership-based advocacy organizations;
- (e) stand-alone archives;
- (f) libraries;
- (g) art galleries; or
- (h) interpretive centres that do not meet the criteria of a museum in terms of the depth or significance of the collection, exhibit development, engagement in research and related educational programming.

### **Application Requirements**

17. There is one intake period per fiscal year. The intake period and application deadline will be established by staff and advertised on the application form and associated materials and the HRM website.
18. All applications must be received by mail or drop-off to:
  - (a) by mail: Interim Community Museums Grant Program  
Finance & Asset Management, Halifax Regional Municipality  
PO Box 1749, Halifax, Nova Scotia  
B3J 3A5
  - (b) by courier or in-person drop-off to any HRM Customer Service Centre as listed on the official application form, Attention: Community Museums Grant Program, Halifax Regional Municipality.
19. Late or incomplete applications will not be reviewed or considered.
20. For an initial application for a grant, an applicant must provide:
  - (a) a complete application form signed by two members of the Board of Directors;
  - (b) itemized financial statement for the previous three (3) years of operation with expenditures directly associated with museum operations clearly separated from any other function of the applicant;
  - (c) proof of non-profit or charitable status in good standing as of the date of application;
  - (d) articles of incorporation, including mission statement;
  - (e) a statement identifying any other municipal, provincial or federal government funding including indirect or in-kind assistance with documentation to support the monetary value of assistance or a clear description of same;
  - (f) proof of ownership of the property, or a copy of lease or license agreement as applicable;
  - (g) a signed statement attesting to the ownership of the collection; and
  - (h) documentation to verify **accreditation participation in** and score under the *Museum Evaluation Program* as applicable.

21. (1) A community museum that is receiving an operating grant may make a subsequent application to change the level of operating grant received, based on a change in status.

(2) For an application for a change in the level of operating grant, an applicant must provide with its annual report pursuant to section 34, one of the following:

(a) to transition from Tier II to Tier I, proof of ~~accreditation from~~ **participation in** the Nova Scotia Museum *Museums Evaluation Program*, including the date of ~~accreditation~~ and score; or

(b) to transition from Tier III to Tier II, itemized financial statement demonstrating that the applicant has generated revenues in excess of \$10,000 in each of the preceding three (3) years.

### **Eligible and Ineligible Expenses**

22. (1) Operating grants may be used to pay the following expenses directly associated with the operation of the community museum:

(a) core recurring operating expenses including:

(i) insurance, including general liability, property, business interruption/loss of earnings, commercial vehicle, Directors and Officers' liability, tenant insurance, intellectual property/identity theft, and additional contents insurance;

(ii) rent or mortgage payments;

(iii) snow and ice control;

(iv) real property taxes;

(v) fire prevention and emergency measures;

(vi) utilities; and

(b) any of the following additional expenses:

(i) telecommunications, including telephone and internet service charges, including web site hosting and domain fees;

(ii) collections management including professional conservation assessment and treatment;

(iii) archival materials and storage equipment;

(iv) professional fees for the preparation of an annual audited financial statement or internal audit;

(v) remuneration to a seasonal or temporary employee, including a residency, apprenticeship or internship;

(vi) preventive maintenance and repairs including mandatory or warranty inspections and servicing, water/septic tests;

(vii) expenditures related to the applicant's participation in or preparation for assessment under the provincial *Museums Evaluation Program* as applicable, including reevaluation;

(viii) marketing;

(ix) janitorial and sanitary supplies; and

(x) office supplies.

(2) Preference may be given to support core recurring operating expenses.

(3) Expenses associated with on-site retail operations may be considered if:

(a) they are integral to the visitor experience;

(b) the product is linked to the museum's interpretive theme(s); and

(c) the revenues generated are directed to support museum operations.

23. (1) Project grants may be used to pay for expenses associated with non-recurring initiatives, including:

(a) exhibit hosting or development;

(b) staff or volunteer training in museum practice;

(c) community-based research or self-publishing;

(d) independent professional services for any of the following: design and/or fabrication fees, legal fees, strategic planning, building condition and lifecycle planning, building conservation report, energy, safety or accessibility audit, environmental assessment, program evaluation, or an appraisal of an artefact or building for insurance or conservation purposes; **and**

(e) defined programs or services; **and**

**(f) an event organized by the applicant that reflects the museum's focus on the community in which it is located or the museum's specialized theme for which application has not been made to the Municipality under the Regional Special Events Grants Program.**

(2) Expenses not included in this section may be considered on a case-by-case basis.

24. Grants shall not be used for the following purposes:

(a) expenditures unrelated to the operation of a community museum, its programs or services;

(b) remuneration to a member or officer of the applicant's Board of Directors;

(c) salaries and wages, benefits, mandatory contributions or employment-related benefits to full and part-time employees, except as outlined in section 22(1)(b)(v);

(d) consulting fees to a member of staff or member of the Board of Directors;

(e) debt retirement other than a mortgage;



- (f) investments or savings;
- (g) awards or prizes, banquets, dinners, receptions, souvenirs, personal gifts, or donations;
- (h) scholarships or bursaries;
- (i) the purchase of goods for resale;
- (j) furnishings and interior décor, except where associated with exhibits or museum programming;
- (k) fundraising **and fundraising events;**
- (l) lease, insurance, registration, inspection, repairs or maintenance of a private vehicle; **or**
- (m) retroactive expenditures or pre-payment of expenditures for goods and services to be utilized in the following fiscal year;
- (n) private events, marketing, trade or consumer events, seminars, clinics, symposium, an awards event, a sporting event, or political event; or**
- (o) events that occur prior to April 1<sup>st</sup> of the respective fiscal year.**

### **Application Evaluation**

25. The following criteria shall be used to evaluate applications for Council's consideration:

- (a) the incremental impact of municipal funding;
- (b) the extent of public access;
- (c) the significance of the collection;
- (d) the applicant's demonstrated standards of practice, including completion of the *Museum Evaluation Program* or formal application to or acceptance into the program as applicable;
- (e) confirmation of property ownership, lease or license agreement, or letter of agreement and the terms attached thereto;
- (f) all municipal, provincial and federal government funding, including any indirect or in-kind assistance to museum operations;
- (g) the proportional cost of museum operations as distinct from unrelated or ancillary programs and services;
- (h) reliance on volunteer labour and self-directed fundraising and/or earned revenues;
- (i) financial stewardship as demonstrated through the submission of itemized financial statements; **and**
- (j) outstanding obligations of the applicant to the municipality, including overdue reporting as part of a grant program, tax or rent arrears, and any other amounts owed to the municipality; **and**
- (k) the extent to which an event organized by the applicant extends public access to the museum site and reflects the museum's community history focus or specialized theme.**

### **Application Review Process**

26. Applications shall be reviewed by staff and a recommendation report submitted to the HRM Grants Committee, for recommendation to Regional Council.
27. Applicants will be notified promptly if their application is ineligible.
28. Final approval of all applications for a grant, and the amount thereof, is a decision of Council at its sole discretion.
29. Approval of grants is conditional upon Council's approval of the annual program budget.
30. Owing to limited funds, not all eligible applicants may receive funding.
31. Notification of the decision of Council will be communicated to applicants.

### **Conditions of Approval and Payment of Grants**

32. Grant monies will be dispersed in full upon approval of the application.
33. (1) The recipient of a multi-year operating grant shall provide an annual report to the municipality that includes the prior year's financial statement and a brief summary of expenses and/or activities supported by the municipality's grant, including a description of the impact of the municipality's grant on the museum and the collection, within 30 days of the date stated in the award notification letter.  
  
(2) Failure to submit a report as required by subsection (1) will result in suspension of eligibility pending receipt of reporting and may result in the reduction of the amount of any subsequent grant, proportionate to the duration of the default.
34. The recipient of a project grant shall provide a report to the municipality by March 31 of the end of the fiscal year for which the grant is awarded. The criteria for reporting includes:
  - (a) total project costs;
  - (b) proof of expenditures; and
  - (c) a description of the final project, including confirmation of the project's commencement and information on the completeness of the project.
35. In the event that the operations of the applicant cease or are diminished, or should a project, in part or in whole, not be completed as described in the application, applicants must notify the municipality and may be required to repay the grant.

### **Review**

36. Prior to the expiration of the term of this grant program, the Director of Finance may provide a report and recommendations to Regional Council to consider repeal, continuation, or amendment in accordance with the municipality's proposed Culture and Heritage Priorities Plan.

### **General**

37. Nothing in this Administrative Order shall be interpreted to limit or otherwise prescribe Council's general discretion to provide grants under the *Halifax Regional Municipality Charter*.

Done and passed in Council this 5<sup>th</sup> day of June, A.D. 2018.

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Mayor

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Municipal Clerk

I, **Kevin Arjoon**, Municipal Clerk of the Halifax Regional Municipality, hereby certify that the above noted Administrative Order was passed at a meeting of the Halifax Regional Council held on **June 5<sup>th</sup>, 2018,** **2020.**

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**Kevin Arjoon**, Municipal Clerk

Notice of Motion:  
Approval:

May 22, 2018  
June 5, 2018

## Recommended Awards: Fiscal Year 2020/2021

### Recommended Operating Grant

#### Tier III. Non-Accredited Community Museum

##### 1. Sheet Harbour & Area Heritage Society – MacPhee House Visitor Information Centre and Museum – Sheet Harbour

Incorporated in 2008, the Society is a registered non-profit organization whose mandate is to preserve, collect and display the history of Sheet Harbour and area. In 2019, the society entered into a sub-lease with the Sheet Harbour Chamber of Commerce to formalize their occupancy of *MacPhee House*, a registered heritage property owned by HRM. *MacPhee House* (c.1875) was purchased by the Province of Nova Scotia in 1985 and moved to its current location to avoid demolition. In 2001, the Chamber of Commerce requested HRM assume ownership of the premises to enable continuation of a Visitor Information Centre. In 2019, this occupancy arrangement was formalized through a 10-year lease less than market lease agreement:

- the Chamber pays an annual rent of \$1.00 per annum (MacPhee House and two outbuildings) at an estimated opportunity cost of \$10,220 per annum;
- HRM insures the buildings including a self-insured deductible;
- HRM provides general repairs, grass-cutting, utilities, heating fuel, and annual furnace/burner maintenance and inspections at an estimated cost of \$10,300 per annum; and
- the Municipality winterizes the premises.

The Society's sub-lease is for a 10-year term at a rent of \$1.00 per annum. Operations are seasonal: the museum portion of the premises is open from mid-June to September 30 (a total of 15 weeks) but on the shoulder seasons operates from Wednesday to Sunday. The Society's small collection of artefacts and curios focuses on early settlement and primarily resource-based economic development, notably local shipping and lumber industries. It is important to note that under the Chamber of Commerce's lease agreement with HRM there is no off-season public access "by appointment"<sup>1</sup>.

Over the 3-year period (2017-2019) revenues have been nominal and comprise donations and small project-specific grants. Over this same period expenditures were primarily membership to the provincial *NovaMuse*<sup>2</sup> web site, office supplies, and small improvements to fixed displays. The collection includes photographs, genealogical information, and recorded interviews with residents. In large part, the museum has been sustained by occupancy of an HRM-owned property and close collaboration with the Sheet Harbour and Area Chamber of Commerce.

Except for any supplement to seasonal employee grants, the core recurring operating expenses listed in Section 22(1)(a) of the program's policy are covered by HRM. Consequently, the \$4,775 per annum annual operating grant requested by the Society is for: (1) annual membership to *NovaMuse*, (2) tenant's

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<sup>1</sup> The premises close in the Fall, no later than December 15<sup>th</sup>, and re-opens in the Spring, no later than April 30<sup>th</sup>. Winter maintenance is not provided. Report to Regional Council meeting of November 26, 2019, Less than market Value Lease: MacPhee House, 2204 Highway 7, Sheet Harbour, dated November 20, 2019.

insurance, (3) assorted small stationary or equipment items, (4) a replacement scanner, and (5) two flat-screen televisions.

The value of recommended award acknowledges the Society's reliance on volunteers moderated to reflect the extent of core museum operating expenses provided indirectly by HRM through a less than market value lease agreement with the Chamber of Commerce and the 80% government funding threshold [Policy, Section 8]. It is also noted that the Chamber has not, at this formative stage, required the Society assume a proportional share of those costs that fall to them under their lease agreement, namely sanitary supplies, property tax, or upkeep of the ancillary storage buildings. However, it is understood that some costs may be provided "in-kind" by the Society's volunteers such as cleaning, seasonal storage, and minor upkeep. ***An Operating Grant in the amount of \$3,000 per annum is recommended, subject to annual budget approval, to the Sheet Harbour & Area Heritage Society commencing April 1, 2020.***

Note: The Society's request for \$600 to purchase television monitors is not recommended: the televisions are not a replacement or upgrade to existing equipment and are considered a one-time expenditure more appropriately considered under a Project Grant application.

### **Recommended Project Grant**

#### **2. Lake Charlotte Area Heritage Society – Lake Charlotte – Interpretation**

Incorporated in 1995, the Society is a registered non-profit and Canadian charity that own and operate a 4-acre living museum that portrays rural life in coastal communities along the Eastern Shore for the period 1940-1950. The "Memory Lane Village" includes nineteen buildings and interpretive programming to animate the site (demonstrations, hands-on exhibits, working artefacts). The Society requests a project grant in the amount of \$5,000 to create reproduction 1940's packaging to stock the shelves of the Hoskins General Store. The project includes archival research, digital scanning and printing, and the construction of packaging "forms". The completed inventory of sample products will be displayed in their appropriate quantities. The project decreases the risk of damage or loss of original artefacts currently displayed on open shelving and contributes to the immersive experience for visitors. The total cost is \$5,718.75 with the balance of funds from the Society confirmed. As recommended, HRM's grant would fund (i) professional imaging and printing services which are expected to be challenging in modifying images for color-consistency and definition using archival samples, and (ii) the purchase or fabrication of packaging (cans, boxes, glass jars etc). As a registered charity, the Society is eligible to apply to Revenue Canada for a partial HST rebate and could pursue smaller project grants or corporate sponsorship towards research. ***A Project Grant of \$5,000 is recommended to fully fund professional graphic design services (\$3,300) and materials (\$1,700). Excludes research costs/staff wages.***

### Interim Reporting: HRM Operating Grants (2019)

In compliance with subsection 33 (1) of policy, recipients of a multi-year operating grant must provide an annual report that includes:

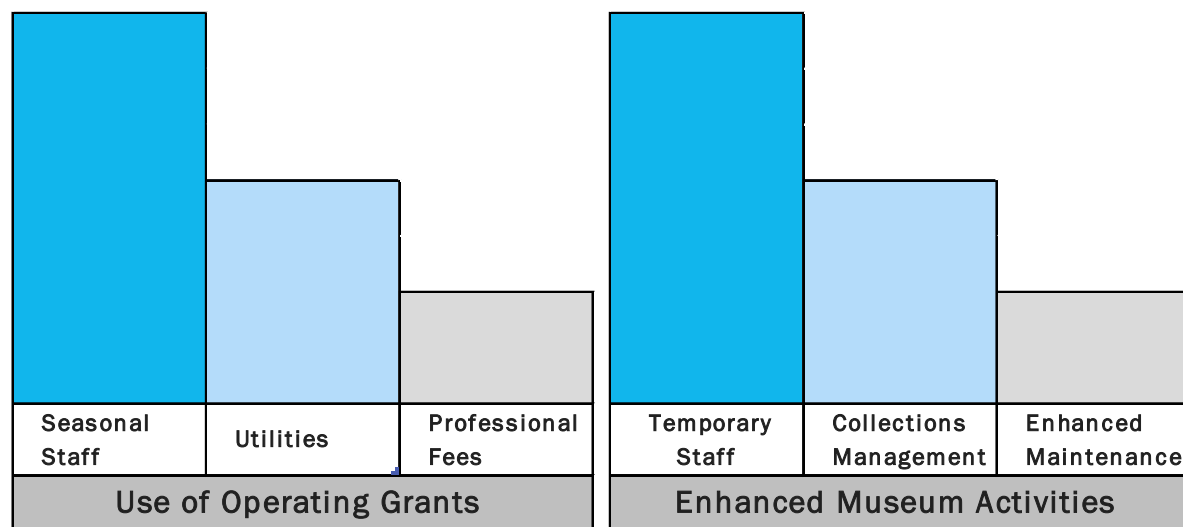
- a brief summary of expenses/activities supported by HRM's grant, including a description of the impact on museum operations and the collection; and
- a financial statement within thirty (30) days of the date stated in the award notification letter.

Reporting on operating grants received in fiscal year 2019 are not due until May 31, 2020 and consequently not referenced in this report. The following descriptive information is based on self-reports received to date:

- *Africville Heritage Trust Society:* HRM funding enabled the Trust to extend seasonal staff hours and expand hours of operation. Paid staff were able to re-allocate time to collaborative initiatives, for example an Africville display in the passenger arrival area of Halifax Stanfield International Airport. This project also included a social media element allowing visitors to use Twitter, Facebook, Linkin and Snapchat to send photos and comments pertaining to the display. A small portion of the Operating Grant was used to assist with the cost of utilities.
- *Army Museum Halifax Citadel:* The museum's use of the funding was quite diverse and supported additional seasonal staff hours, utilities, marketing, professional fees, and archival materials. Increased capacity also enabled improvements to exhibitions and displays.
- *Atlantic Canada Aviation Museum Society:* The Society's funding was primarily used to assist with general operating and marketing costs. This freed up financial resources to refurbish the museum's washroom facilities, including the addition of accessibility features.
- *Cole Harbour Rural Heritage Society:* funding allowed the museum to allocate funds to support a seasonal collections staff position. Specific tasks supported by HRM funding included an assessment of existing artefacts, collection storage capacity, and improving artefact care and accessibility.
- *Fultz Corner Restoration Society:* Most of HRM's grant was directed to hiring additional seasonal staff and expanded hours of operation. A small portion of the grant was used for general operating costs and improvements to the museum grounds. Of note, the Society stated: "*If it were not for the operational grant we would be in the red or have to make decisions on budget reductions*".
- *L'Acadie de Chezzetcook Association:* The Association applied municipal funds to the cost of a professional site assessment and an increase in the cost of insurance and heating enabling volunteers to focus on artefact maintenance and minor building repairs.
- *Lake Charlotte Area Heritage Society:* Most of HRM's grant was used to increase their seasonal staff complement and additional hours which helped address a backlog of archival work. Staff resources were also directed to a review of occupational health and safety policies and property maintenance.
- *Musquodoboit Harbour Heritage Society:* Municipal funding was directed to core operating expenses (utilities and insurance) with a small portion directed to collections maintenance, a computer software upgrade, and display upkeep.

- *Nova Scotia Sport Hall of Fame*: The society directed municipal funding to hire seasonal staff who assisted with collections management and programming.
- *S.S. Atlantic Heritage Park Society*: Municipal funding was directed to hiring additional seasonal staff which alleviated pressure on an organization that has to date relied on volunteers. Funds were also used to enhance the Society's web site and maintain displays. The organization is engaged in strategic planning and reported that municipal funding: "...has increased our energies and allowed us to create a better future".

Using broad descriptive categories, self-reports suggest that municipal funding was primarily directed to seasonal staff, for both organizations with paid employees and those that are entirely volunteer. Utilities, insurance, and building/site maintenance appear to be areas of volatility that impact operational budgets year-to-year.



Professional Fees: financial audit, facility appraisal	Funds redirected to enhance museum activities
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### Other Municipal Assistance

**Property Tax Relief (2019)**: nine (9)<sup>1</sup> community museum received discretionary municipal tax relief for fifteen (15) properties at an estimated combined total cost of \$106,451<sup>2</sup>:

	Grant	Pay
Atlantic Canada Aviation Museum Society	\$39,166	\$0
Cole Harbour Rural Heritage Society	\$4,504	\$0
Fort Sackville Foundation (2)	\$20,431	\$0
Fultz Corner Restoration Society (5)	\$18,639	\$604 (BID levy)
Hooked Rug Museum of North America Society	\$6,931	\$1,489
L'Acadie de Chezzetcook Association (2)	\$2,853	\$0
Lake Charlotte Area Heritage Society	\$9,865	\$0
Musquodoboit Harbour Heritage Society	\$1,301	\$114 (HRM tenancy)
S.S. Atlantic Heritage Park Society	\$2,761	\$0
<b>Total</b>	<b>\$106,451<sup>3</sup></b>	



Notes:

1. The value of estimated tax relief was calculated using the 2019 assessed value and the applicable 2018 tax rate. Values are rounded and exclude any subsequent adjustment in assessed value by Property Valuation Services Corporation.
2. Community museums not listed may be exempt or party to a commercial lease.
3. The Sheet Harbour Chamber of Commerce (*MacPhee House*) has applied to the 2020 *Tax Relief for Non-Profit Organizations Program*. Decision pending.

**Community Grants Program (2019):** five (5) community museums received a combined total of \$35,000 under the program's Community History category<sup>1</sup>.

Africville Heritage Trust Ride-on lawnmower to replace contract services with own seasonal hiring process.	\$11,000
Cole Harbour Rural Heritage Society Re-shingle Carriage Shed a registered heritage building.	\$4,000
Fultz Corner Restoration Society Exterior painting of registered heritage building.	\$4,000
Hooked Rug Museum of North America Washroom accessibility upgrades.	\$9,000
Lake Charlotte Area Heritage Society Site excavation and re-grading to alleviate surface water/flooding.	\$7,000
<b>Total</b>	<b>\$35,000</b>

**Events Grants (2019):** One (1) community museum, the Cole Harbour Rural Heritage Society, received a grant of \$500 funding under the Community Celebrations category of the *Regional Special Events Grant Program* for a one-day *Fibre Frolic* event featuring a demonstration of sheep shearing, spinning, weaving, felting, knitting and vendors selling fibre arts. Admission by donation.

**Municipal Less than Market Value Lease/Operating:** In addition to a less than market value rental rate, the following two organizations receive indirect operating assistance through a lease agreement within which HRM has agreed to pay for specified operating costs. The values listed below are estimates for only operating costs (not the value of the rent foregone) as of the date of the report to Regional Council (shown in parenthesis):

Fort Sackville Foundation	\$30,000 (2017) <sup>2</sup>
Sheet Harbour Chamber of Commerce	\$10,300 (2019) <sup>3</sup>
<b>Total</b>	<b>\$40,300</b>

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<sup>1</sup> Three (3) organizations working towards eligibility under the *Interim Community Museums Grants Program* received project grants: Sheet Harbour & Area Heritage Society (\$2,000 oral history project), Urban Farm Museum Society of Spryfield (\$5,000 feasibility study), and Waverley Heritage Society (\$4,800 legal fees to establish collection ownership and occupancy lease).

<sup>2</sup> Report to Grants Committee meeting of December 4, 2017, Less than Market Value Lease: Scott Manor House 15 Fort Sackville Road, dated October 20, 2017, p.4.

<sup>3</sup> Report to Audit and Finance Standing Committee meeting of February 19, 2020, Municipal Funds Dispersed Through Grants, dated November 20, 2019, Attachment 1, p.6.

## Province of Nova Scotia - Community Museums Assistance Program: 2019 Operating Grant Recipients

The *Community Museums Assistance Program* (CMAP) is managed by the Nova Scotia Department of Communities, Culture & Heritage. To qualify for funding a community museum must demonstrate they benefit their community through collections, facilities, information, and public programs. Those organizations accepted into the program must be evaluated under the *Museum Evaluation Program*, maintain a minimum score [unstated], and provide an annual financial report and visitor statistics. The department is reviewing CMAP using 2016 *Museum Evaluation Program* statistics.

In 2019, the program's budget was \$978,583. A total of sixty-five (65) museums throughout Nova Scotia received funding of which seven (7) are located within HRM who received a combined total of \$183,942 (~18%):

Africville Heritage Trust	\$0
Army Museum Halifax Citadel	\$36,994
Atlantic Canada Aviation Museum Society	\$15,338
Cole Harbour Rural Heritage Society	\$50,012
Fort Sackville Foundation	\$0
Fultz Corner Restoration Society	\$3,850
Hooked Rug of North America Society	\$0
L'Acadie de Chezzetcook Association	\$0
Lake Charlotte Area Heritage Society	\$21,000
Musquodoboit Harbour Heritage Society	\$14,748
Nova Scotia Sport Hall of Fame	\$0 <sup>1</sup>
Sheet Harbour and Area Heritage Society	\$0
S.S Atlantic Heritage Park Society	\$0
<b>Total</b>	<b>\$128,942</b>

(The Dartmouth Heritage Museum Society receives \$42,000 bringing the total to \$183,942).

### Note:

1. The Nova Scotia Sports Hall of Fame receives \$55,000 from the Nova Scotia Department of Communities, Culture & Heritage but outside the *Community Museum Assistance Program*.

Given the significant variance in the value of CMAP grants, and the exclusion of six (6) community museums located in HRM, the *Interim Community Museums Grants Program* does not use provincial funding as a benchmark for municipal funding except in relation to the 80% government funding threshold.

## Association of Nova Scotia Museums Service Agreement Update

The ANSM Annual Report. Museum Evaluation Program: HRM Museums, 2019 is a comprehensive update to HRM regarding the participation of local community museums in the *Museum Evaluation Program* and related scoring trends, participant feedback, and future initiatives. One of the program's longer-term goals is to support local community museums in achieving and maintaining standards of practice, with attention given to the quality of visitor experience. Although HRM's program does not mandate participation in the *Museum Evaluation Program*, this opportunity can provide professional, constructive feedback in seven (7) operational categories. This information can be used by applicants to prioritize planning and/or expenditures, in HRM's program evaluation, and in ANSM's educational programming.

### Highlights

2019 marked the first year of the *Museum Evaluation Program's* 4-year cycle of re-evaluation and an opportunity for participants to gauge their progress on certain elements of museum practice. A total of twenty-nine (29) museums participated in the evaluation/re-evaluation process of which three (3) are located in HRM:

- The Africville Heritage Trust participated for the first time and achieved a score above 50/100.
- Musquodoboit Harbour Heritage Society increased their overall score modestly (+6.5%).
- Atlantic Canada Aviation Museum Society increased their overall score by an impressive +20.3%

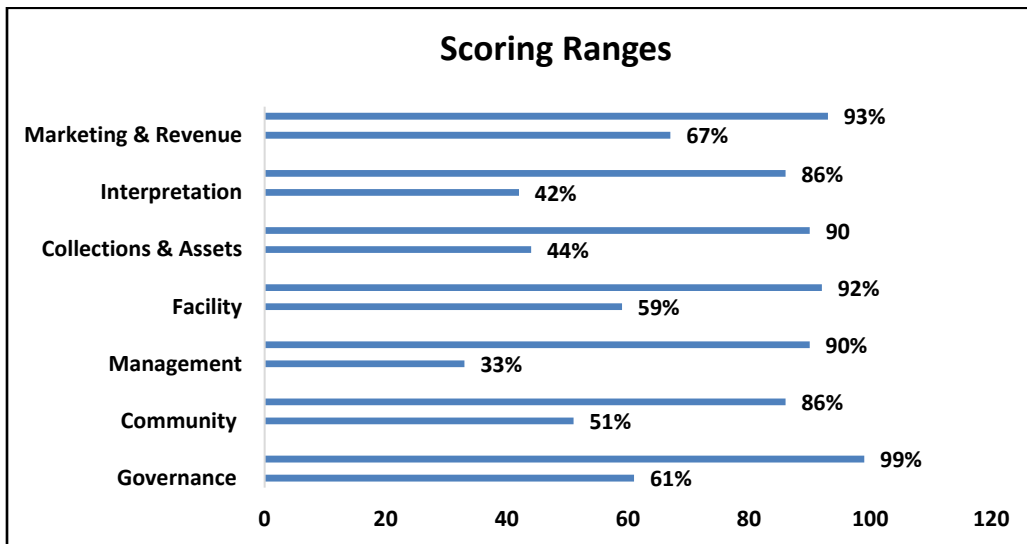
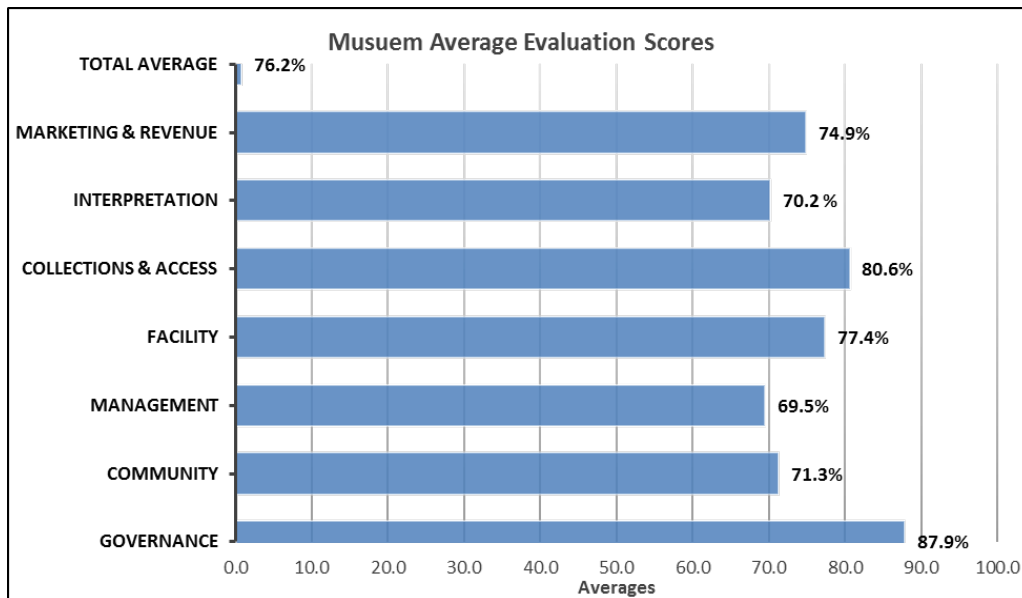
In advance of the on-site and document evaluation ANSM hosted two (2) orientation workshops in HRM.

### Overall Results

- *Governance* - overall good ratings (average score in 2019 was 83.1%) but in general museums struggle with strategic planning, staff performance reviews, and communications.
- *Community Engagement* – on average museums scored well in this category demonstrating significant improvement. The evaluation noted success in connecting with local businesses, providing opportunities for community input, and engaging in long-term planning with community participation.
- *Management* – Indications of progress in implementing new technology to support museum administration (e.g. updated software applications, equipment and resources for staff and volunteers), but museums continue to face challenges in addressing human resource issues.
- *Facilities* – clear improvements in addressing occupational health and safety issues and public safety. Challenges remain in addressing accessibility issues and overall facility management plans, including those museums located in leased property.
- *Collections Excellence* – museums demonstrated significant improvement, but evaluations identified the need for improvements in collection storage and maintaining archival standards.

- *Interpretation* – slightly below average results reveal continuing challenges in interpretation (e.g. temporary exhibits, interpretation plans) but good results for permanent exhibits including those of significant importance to the community.
- *Marketing & Revenue Generation* – continued improvement in linking on-site retail items to the museum’s mandate. Some areas of improvement include marketing strategies, fundraising plans, and improving the ability to “tell the stories related to retail products and artisans”.

The evaluation data shown below is for the 2-year period 2018 and 2019. The range in score and combined average score is shown by category for the thirteen (13) community museums located in HRM who have participated in the *Museum Evaluation Program*.



Source: Association of Nova Scotia Museums, January 2020.

As anticipated the range in individual scores varies significantly. Once the 4-year re-evaluation cycle has been completed, staff and participants will be able to gauge if HRM funding had a positive impact on specific measures or on an organization's total score, and if the broad range in scores has been reduced. However, government funding is not presumed to be the only or necessarily the most important predictor of service standards: volunteer recruitment and retention, community engagement, and networking are also considered influential factors.